

# ECONOMIC DEVELOPMENT ELEMENT

## **ECONOMIC DEVELOPMENT ELEMENT**

### **Introduction**

This Economic Development Element has been developed in accordance with Section 36.70A.070 of the Growth Management Act (GMA). The GMA sets out thirteen goals. The goal relating to economic development is remarkably expansive: "Encourage economic development throughout the State that is consistent with adopted comprehensive plans, promote economic opportunity for all citizens of the state, especially for unemployed and for disadvantaged persons, and encourage growth in areas experiencing insufficient economic growth, all within the capacities of the state's natural resources, public services, and public facilities." When the City considers this objective seriously, the community can plan to achieve success. The City can measure its performance against this Element; and when goals are not specified and policies are not established to support them, positive outcomes are unlikely.

The City has recognized the importance of economic development in maintaining the stability of the local economy and quality of life. As a result, the comprehensive plan includes this economic development element. This element contains general information about the local and regional economy, and goals and policies to guide and encourage economic development and diversification.

### **General Economic and Income Profile**

The City of Leavenworth promotes and engages in the tourism and recreation industry for its economic growth. ~~As a unique location fostering the Old World Bavarian Alpine theme as a European Alpine village with many natural attractions, the City encourages a wide array of businesses appropriate for tourists.~~ Leavenworth is a tourist destination that attracts millions of visitors each year due to its Old-World Bavarian Alpine theme, as well as the abundance and variety of year-round recreational opportunities afforded by the mountains and rivers that surround us. Our unique Old-World Bavarian Alpine theme sets us apart from other towns in our region, and drives our economy. The Old-World Bavarian Alpine theme is a key component of Leavenworth's economic vitality. By furthering Leavenworth's Old-World Bavarian Alpine theme, the City and business community helps ensure the continued vitality of our economy through an asset which forms the basis for Leavenworth's thriving tourist industry. ~~Activate implementation of the Leavenworth's Old World Bavarian Alpine theme enables businesses to thrive here and forms a key part of the overall attractiveness of the city thereby contributing to the economic well-being of all residents and business owners in Leavenworth.~~ The inventory and analysis that follows provide a profile of the economic and income condition of the City of Leavenworth, surrounding area, the county, and the region.

#### **Regional and State tourism data:**

Tourism is a vital component to the economy of North Central Washington. The Washington

State travel industry continued to show improvement in 2012, following the steep decline in travel in 2009 in the state and the nation. Perhaps most notably, travel-generated employment grew by a substantial 2.7 percent. Employment should continue to expand providing that visitation and spending continue to grow. The state saw some 36.4 million total overnight person trips in 2012, and those visitors spent \$16.9 billion. This represents a 4.4 percent increase over 2011 in current dollars and 2.6 percent in real dollars (adjusted for inflation). In real dollars, this is the greatest increase in travel spending since 2005-06.

As with the increase in visitor spending, total local and state tax receipts generated by travel spending increased 4.9 percent to just over \$1 billion – the equivalent of \$390 for every residential household in Washington State. Travel and tourism supported more than 153,300 jobs statewide in 2012, up 2.7%, and generated earnings (payroll) of \$4.7 billion.

With the Old-World Bavarian Alpine theme and numerous festivals associated with that theme, Leavenworth is one of the most popular tourist destinations in the Pacific Northwest. More than 2 million people annually visit the community located in the upper reaches of the Wenatchee Valley and along Highway 2. The Old-World Bavarian Alpine theme fits perfectly with the soaring Cascade Mountains above — the town sits at 1,160 feet above sea level while the mountains rise more than 7,000 feet. Specialty shops and growing restaurant options complete the experience. But over the past several years, Leavenworth also has evolved into a top attraction for outdoor recreation, food, wine, craft beer and the arts. An extensive Nordic trail system is the center of winter recreation here, while the Cascades and the Wenatchee River attract hikers, mountain bikers, trail runners and whitewater enthusiasts during the warm-weather months. Cultural offerings can be found at the Icicle Creek Center for the Arts and Leavenworth Summer Theater as well as at numerous tasting rooms and brew pubs in Leavenworth.

As outlined in the Parks and Recreation Element, the outdoor recreation activities include, but are not limited to: hiking, mountain biking, road cycling, cross-country skiing, downhill skiing, snow tubing, ice climbing, dog sledding, snowmobiling, whitewater rafting, kayaking, paddle boarding, river tubing, trail running, running, rock climbing, birding, horseback riding, golf, ziplining and fishing.

## **Economic Development Organizations**

In Chelan County, there are several organizations that play a supportive role in economic development. Examples of these organizations are Chelan County, the Chelan County Port District and North Central Washington Economic Development District (NCWEDD) .. In the City of Leavenworth, the Leavenworth Chamber of Commerce and Bavarian Village Business Association also contribute to economic development strategies.

A few of Leavenworth's strengths, amenities, and highlights include, but are not limited to, the Old-World Bavarian Alpine theme and recreation and cultural activities that attract 2 million visitors annually; good schools; high volunteering culture; low rate of crime; warm climate with low humidity seven months of the year.

The Leavenworth Chamber of Commerce promotes commerce, tourism, the Old-World Bavarian

Alpine theme, economic development, diversification and cooperation among the business community, governments and residents of the Chamber membership area. Leavenworth Chamber of Commerce represents the rich and diverse facets of Leavenworth's economy. Uniquely, Leavenworth Chamber of Commerce acts as both a Chamber doing traditional business to business and governmental relations work and as Leavenworth's Visitors Bureau, managing a Visitor Center, orchestrating media relations, advertising and all visitor outreach. Since tourism is our chief economic driver, the Leavenworth Chamber of Commerce also host events, promotions and festivals, including creating the "Village of Lights" and making Christmas Lighting our largest festival of the year. Leavenworth's high quality events have a small-town feel, drawing hundreds of thousands of visitors to Leavenworth each year and offering a myriad of opportunities to promote tourism.

**The Leavenworth Lodging Association.** The Leavenworth Lodging Association's goal is to provide clean, safe, and attractive accommodations & amenities to the leisure and business travelers of the Leavenworth.

#### Lodging and Transient Accommodations (City and UGA)

2017 lodging and transient accommodation types	# of Units	#of Beds
Bed & Breakfast	5	5
Condos, Suites, Rooms	81	155
Hotel / Motel	702	1112
Cabins/Lodges/Resorts	9	9
Totals	797	1281

Source: Chamber of Commerce

The North Central Washington Economic Development District (NCWEDD) is a federally designated economic development district for the NCW region covering Okanogan, Douglas, and Chelan counties and the Colville Confederate Tribes. The NCWEDD is responsible for regional economic development strategy and planning and collaborates with various private and public agencies to accomplish this goal. The NCWEDD brings together the private and public sectors in a partnership necessary to provide a coordinated strategy and an ongoing economic development program for the region.

#### Income

The median income, by age, is shown in the table below. Workers aged 45 – 64 make the most in Leavenworth, WA.

Age	Leavenworth	Washington	USA (National Average)
< 25	\$50,000	\$30,652	\$26,465
25 - 44	\$55,000	\$62,137	\$57,132
45 - 64	\$67,917	\$69,546	\$63,398
> 64	\$20,500	\$38,523	\$33,906

Source

The Census Bureau tracks income by family, household, and per capita. A household is an

occupied housing unit. Family income includes only those households that are considered families (householder and one or more other persons related to the householder by birth, marriage, or adoption). Since not all households contain families, the household income is more representative of the actual community income.

#### Leavenworth Median Worker Income (2013)

The median worker income is \$27,720. This is lower than the national average \$29,701.

Worker Type	Leavenworth	Washington	USA (National Average)
Male	\$37,964	\$39,886	\$35,201
Female	\$20,804	\$25,223	\$24,139
Median Household Income	\$44,426	\$57,244	\$51,914

#### Leavenworth Household Income Other than Earnings

The table below contains the information for household income, other than earnings. The highest other earnings is Social Security Income, which is \$13,108.

Income Type	Leavenworth	Washington	USA (National Average)
Social Security Income	\$13,108	\$15,978	\$15,495
Retirement Income	\$10,189	\$22,006	\$21,489
Interest, Dividends, or Net Rental Income	\$8,023	\$15,271	\$15,308
Public Assistance Income	\$2,988	\$3,663	\$3,553

#### Source

For Leavenworth in 2013 ([Source](#)), the median household income was \$44,426 which was much lower than the state median of \$57,244, and lower the national average of \$51,914. In Chelan County, the median household income is \$51,713 which is dissimilar to that of Leavenworth's.

#### Regional Median Household Income

	1989	1990	1991	1992	1993	1994	1995	1996
Washington	31,183	33,417	34,379	35,882	36,679	37,895	38,997	40,568
Chelan Co.	24,312	25,833	27,592	28,746	30,148	31,547	32,164	33,918

	1997	1998	1999	2000	2001	2002	2003	2004
Washington	42,399	44,514	45,776	44,120	45,761	46,039	46,967	49,585
Chelan Co.	35,662	37,175	37,316	39,439	41,653	41,731	42,918	43,696

	2005	2006	2007	2008	2009	2010	2011	2012
Washington	50,004	53,522	56,141	57,858	55,458	54,888	55,500	56,444
Chelan Co.	44,422	46,522	44,964	44,013	46,780	45,478	46,275	47,265

	2013	2014	2015
Washington	57,284	60,153	62,108
Chelan Co.	51,713	50,825	52,780

Source: OFM

Note: 2014 is an estimate and 2015 is a projection \*OFM.

The median household incomes have been updated for the state and counties by estimates prepared by the Washington State Office of Financial Management (OFM).. If the historic relationship has continued between Leavenworth and regional household income, the projected median household income for the planning area would be approximately the same as that of the County. “Persons below poverty level” is a factor prepared by the Census Bureau using the poverty threshold established by the Federal Office of Management and Budget. A review of this indicator also shows the relative prosperity of residents in the planning area as compared to Chelan County as a whole.

Percentage of residents living in poverty in **2009**: 6.8% (4.2% for White Non-Hispanic residents, 8.9% for Hispanic or Latino residents, 21.9% for American Indian residents, 60.9% for other race residents, 0.0% for two or more races residents) (**UGA and/or School District – Source**)

Comparison of Median Household Income by region:

	2010	2015
Chelan	\$45,478	\$52,780
Douglas	\$46,159	\$52,355
Okanogan	\$34,915	\$34,808
King	\$65,383	\$78,657
Washington State	\$54,888	\$62,108

Source: (Office of Financial Management Forecasting, State of Washington)

## Employment

The largest single employer is Cascade Medical Center with 112 full & part time employees. However, the tourism related businesses account for **??** employees.

Employment information was taken from the publication “Employment and Payrolls in Washington State by County and Industry” which is prepared by the Washington State Employment Security Department and other sources.. Unfortunately, much of this information is only available at the County and State level.

The agricultural industry is the largest employment generator in Chelan County.

The following table lists the most popular occupations for Leavenworth. The occupations with the most people doing them are listed first.

Occupation	Leavenworth	Washington	USA (National Average)
Service occupations	25.3%	16.6%	17.1%
Sales and office occupations	22.7%	24.0%	25.4%
Management, business, and financial occupations	12.4%	15.5%	14.3%
Computer, engineering, and science occupations	11.3%	7.3%	5.2%
Production, transportation, and	9.5%	11.2%	12.4%

material moving occupations			
Education, legal, community service, arts, and media occupations	9.1%	10.2%	10.6%
Natural resources, construction, and maintenance occupations	7.1%	10.3%	9.8%
Healthcare practitioners and technical occupations	2.6%	4.9%	5.2%

#### Source

Leavenworth is a central part of the region's economy and employment, with a diversity of commercial activities thriving and providing employment opportunities for residents. In addition, agricultural endeavors, cottage based industries and low impact light industrial (located in and out of the City limits) continue to have a strong presence in the region.

Small manufacturers and emerging technologies deserve special attention in the City's comprehensive plan for two principal reasons. First, small manufacturers are able to more rapidly respond to changes in the market place. Economic diversity can be strengthened if we have a variety of small companies doing different things, rather than one large company doing one thing. Second, small scale diversified industrial has a tremendous potential to generate additional employment opportunities (note: statistics indicate that for every one industrial job created, five more jobs are created in support services and other industrial).

For these reasons, the City's comprehensive plan seeks to assist in the identification and recruitment of small-scale "clean" industry and cottage based industries that are appropriate to Leavenworth's resources and vision.

However, it is also recognized that there is a limited amount of land within the City limits and that industrial development will also occur in the surrounding areas of the County. In particular, the Port of Chelan County is seeking to develop the Peshastin mill property into a diversified center of economic activity. The City will seek ways to cooperate with these and other economic development efforts in the region.

Although the National Bureau of Economic Research (NBER) announced that the national recession occurred from December 2007 through June 2009, the effects of this recession hit the Wenatchee MSA labor market primarily in 2009 and 2010. Nonfarm employment in the two-county Wenatchee MSA peaked at an average of 40,200 jobs in 2008, then the recession hit. Since this recession, total nonfarm employment:

- Dropped 3.9 percent in 2009 (down 1,600 jobs) to an average annual figure of 38,700
- Nonfarm employment continued to slip during 2010, to 38,100, a 1.3-percent downturn.
- During 2011, the local labor market in the two-county area rebounded to 38,500 jobs, a modest 0.9 percent and 300-job average annual upturn.
- This 300-job uptrend was duplicated in 2012 with the number jobs advancing to 38,800, a 0.8 percent increase.
- In 2013, the tempo of job growth improved to 1.4 percent as the Wenatchee MSA netted 500 new nonfarm jobs and employment rose to 39,300.

- In 2014, the Wenatchee MSA's nonfarm economy averaged 40,600 a relatively robust 3.2 percent growth pace (slightly more robust than the 2.7 percent growth rate statewide during 2014) as 1,300 new jobs were added to the labor market. Over three-fourths of these 1,300 jobs added last year were in construction, health services and leisure and hospitality. It took six years for the local economy to meet (and surpass) the 2008 employment peak of 40,200 nonfarm jobs but it finally did it by adding jobs at a modest rates 2011, 2012 and 2013 – with a “strong finish” in 2014..

**Source**

	Leavenworth	USA (National Average)
Recent Job Growth	3.70%	1.59%
Future Job Growth	42.50%	37.98%
Sales Taxes	8.20%	6.00%
Income Taxes	0.00%	4.60%

**Source** and Date-timeline

## Unemployment

In ??, the city's unemployment rate is 4.3%. This is lower than the national average 7.9% National Average.

**Source**

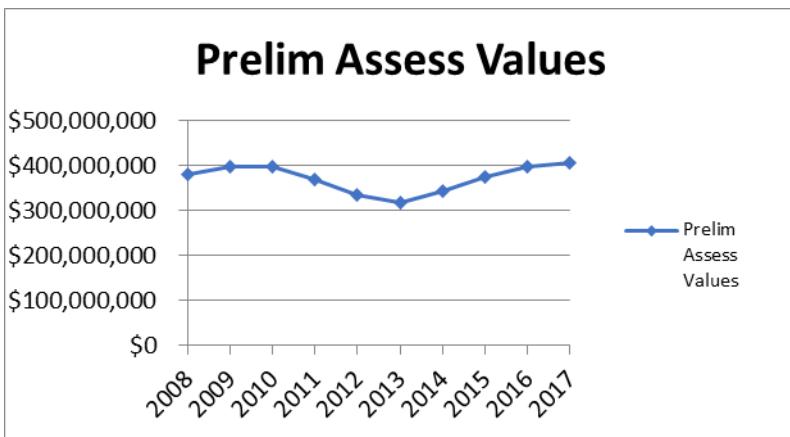
## Indicators and Economic Measures

As an indicator of success, trends in employment can be monitored and evaluated. Below is the labor force status for Leavenworth and the surrounding area.

Labor force status	1990	2000	2010	2013
Persons 16 years and over	1,307	1,563	2,010	1,814
Civilian labor force	756	927	1,157	1,032
Employed	710	902	1,157	1,032
Unemployed	46	25	1,107	996
Armed Forces	0	0	50	36
In labor force	756	927	0	0
Not in labor force	551	636	853	782

Source: U.S. Bureau of the Census, 1990 / 2000/ 2010 Census of Population and Housing

The total assessed value of Leavenworth in 2003 was \$182,808,050. The total assessed values in 2017 is \$405,610,784.



The retail sales tax revenue was \$1,038,147.98 in 2013. There is a significant growth in the retail sales tax in the decade from 2003 to 2017. In December 2008, a major winter storm shut down the passes from Seattle for approximately 10 days. This most likely contributed to the reduction in revenues posted for February 2009. In late 2008 and 2009, the city had reduced revenues due to a downturn in the economy that was noted as the largest recession since the Great Depression. In September 2012, significant fires and smoke in the area for much of the month reduced sales taxes and had cancelled hotel reservations.

2008	2009	2010	2011	2012	2013	2014	2015	2016
\$937,151	\$849,726	\$925,772	\$938,512	\$936,242	\$1,038,147	\$1,118,890	\$1,191,153	\$1,332,166

Source: City of Leavenworth

As an indicator of success in business, especially if tourism driven, below is the Lodging Tax collections earned by month. A business which is not driven by tourism, oftentimes interacts with tourism and the majority of business in Leavenworth will likely reflect a similar pattern.

As shown in the chart, the hotel/motel tax had a stable increase from 2008-2016, which reflected a stable increase of visitors.

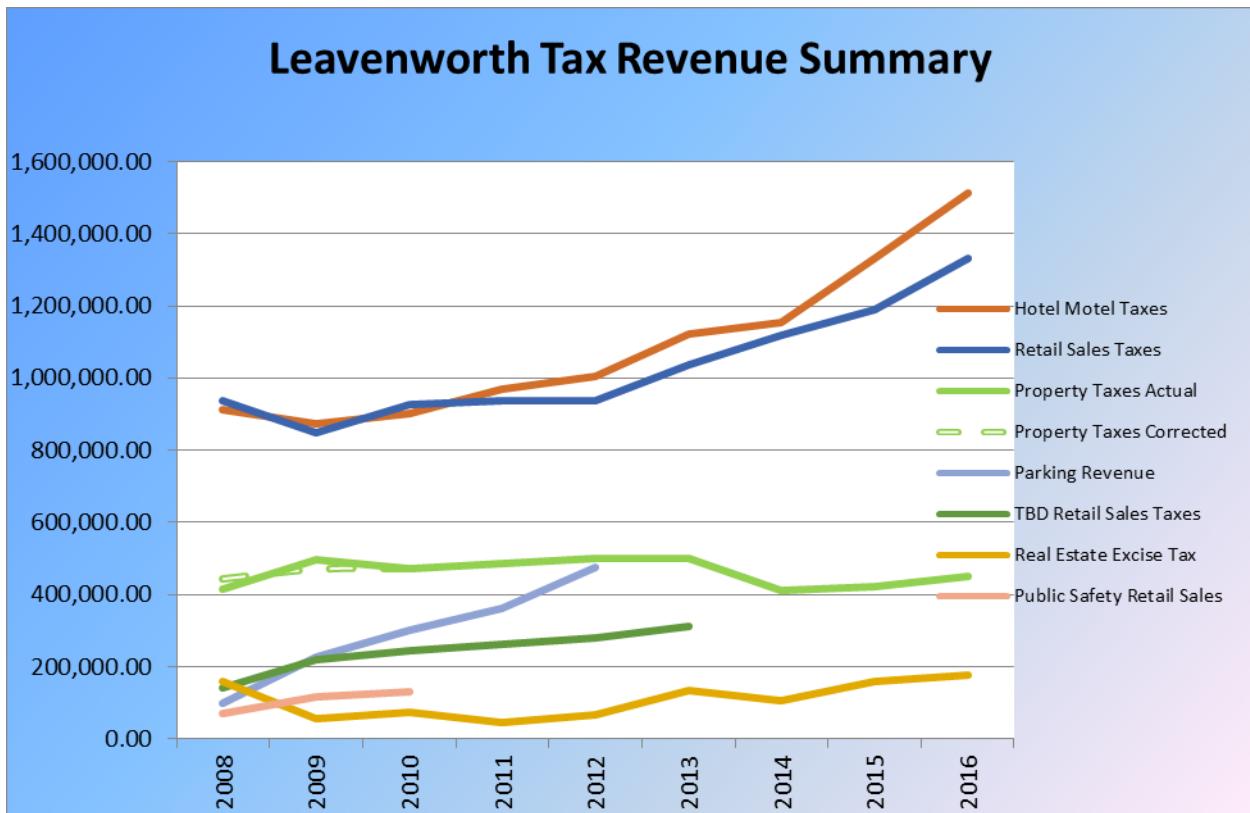
2008	2009	2010	2011	2012	2013	2014	2015	2016
\$911,244.30	\$874,617.84	\$903,302.65	\$969,365.67	\$1,003,836.61	\$1,121,703.63	\$1,155,223.03	\$1,332,020.72	\$1,512,523.62

Source: City of Leavenworth



Source: Tax 2016 to Current of Leavenworth

The below table shows a steady increase of the revenue summary from 2008 to 2016.



From 2003 to 2016, building permit fees had a stable increase.. So, it indicated that the construction in Leavenworth has been keeping up as a positive signal of economic growth and appropriate land use patterns.

Year	Total Valuation	Total Commercial Valuation	Total Residential Valuation
2005			
2006	\$4,155,658.19	\$2,455,974.67	\$1,699,683.52
2007	\$8,933,847.01	\$3,506,000.00	\$5,427,847.01
2008	\$2,089,207.95	\$564,882.95	\$1,524,325.00
2009	\$11,477,444.00	\$10,254,000.00	\$1,223,444.00
2010	\$6,444,280.00	\$5,054,504.00	\$1,389,776.00
2011	\$6,805,294.85	\$6,039,920.07	\$765,374.78
2012	\$4,923,937.23	\$3,832,724.40	\$1,091,212.83
2013	\$6,019,642.90	\$4,922,110.40	\$1,097,532.50
2014	\$6,481,308.93	\$4,744,413.33	\$1,736,895.60
2015	\$3,495,944.02	\$1,273,500.00	\$2,222,444.02

2016	\$39,988,526.20	\$37,522,443.16	\$2,353,549.70
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Source: City of Leavenworth Development Services Department

Year	Commercial New Units*	Commercial Building Permits*	Significant*** Commercial Remodel/Addition Permits	Residential New Units*	Residential New Building Permits*	Total Building Permits Issued**
2005	37	4	7	10	8	66
2006	23	4	8	5	5	50
2007	7	2	12	37	18	57
2008	0	0	13	4	4	53
2009	0	0	6	4	2	45
2010	25	5	3	1	1	29
2011	38	2	10	1	1	49
2012	12	2	8	3	3	49
2013	6	2	13	2	2	42
2014	1	1	29	3	3	67
2015	0	0	8	7	6	52
2016	3	3	12	14□	12	63

Source: City of Leavenworth Development Services Department

## Goals and Policies

**Goal 1: Foster a balanced, diversified and sustainable local economy that contributes to Leavenworth's high quality of life, through the protection and enhancement of the natural, historical, and cultural amenities, and the improvement of the financial well-being of its residents.**

Rationale: Values describe what the community really cares about and holds dear.

*Policy 1: Coordinate public and private sector organizations engaged in economic development planning in the Leavenworth area for the following purposes:*

- *To promote economic health and diversity for the City of Leavenworth and the surrounding area,*
- *To foster a positive entrepreneurial environment for businesses,*
- *To accommodate a broad mix of jobs while actively seeking a greater proportion of living wage jobs that will have greater benefits to a broad cross-section of the residents of the Leavenworth Area,*
- *To ensure that the infrastructure needed to support the economy is in place,*
- *To develop a highly trained local workforce that can better compete for meaningful and productive employment, earn a living wage and meet the needs of business, and*
- *To ensure that economic development strategies are carried out in a manner consistent with other elements of the Comprehensive Plans of the City of Leavenworth and Chelan County. The City of Leavenworth and Chamber of Commerce will*

*monitor issues that impact the local economy at the County, State and National levels.*

**Goal Rationale:** Traditionally, local governments have played a significant, though limited role in shaping how local economies perform. Regional, national and global economies have had a much greater impact on the local economy than economic development plans and policies adopted by local jurisdictions. One of the visions of the community is to facilitate the growth, diversification and stability of Leavenworth's economy, and to create opportunities for meaningful skilled employment, while maintaining the quality of life. These actions seek to articulate a course to help to improve the job skills available in the workforce, and bolster several sectors of the local economy.

*Policy 2: Maintain and enhance the Leavenworth area's natural, historical and cultural amenities and the City of Leavenworth's Old-World Bavarian Alpine theme, in order to assist in attracting new businesses, retaining existing businesses, and promoting economic vitality.*

**Rationale:** The residents and businesses envision a community that balances the beauty of the region with a diverse and sustainable economy.

*Policy 3: The economic development element of the comprehensive plan should be based upon the following factors within the community:*

- *Land suitable for development of commercial and industrial use.*
- *Infrastructure including transportation (air, rail, roads) and utilities.*
- *Housing to support economic growth.*

**Rationale:**

*Policy 4: Encourage coordination and cooperation at the local and regional level to ensure consistency on economic growth considerations.*

**Rationale:** Coordination at the local and regional level will ensure that all areas of Leavenworth and the county will be considered in economic development efforts.

*Policy 5: Encourage education and provide information on the community strengths, marketable factors (i.e. waterfront, quality of life considerations), availability of housing, infrastructure, etc. to attract and/or expand commercial and industrial activities.*

**Rationale:** Economic development recruitment efforts will be more successful if those who are involved in economic development are kept informed of positive community attributes.

*Policy 6: Continue and support the Council's standing Economic Development Committee; and interact with the Leavenworth Chamber of Commerce, Bavarian Village Business Association, and other similar organizations.*

**Rationale:** Standing committees help ensure that economic development trends, needs and

desires of Leavenworth and the planning area are current and addressed.

*Policy 7: Economic development should be one of the considerations in the process of land use planning, transportation planning, infrastructure planning, and the determination of urban growth boundaries.*

Rationale: Considering economic development in the preparation of other plan elements will ensure that there is adequate land base, infrastructure, and access to provide for future commercial and industrial development.

*Policy 8: Encourage commercial and industrial activities to locate in areas with infrastructure capacity and the potential to provide adequate, affordable housing and /or transportation linkages to existing housing.*

Rationale: Adequate infrastructure, access to transportation systems and available work force are key elements to successful commercial and industrial development.

*Policy 9: Develop criteria for considering participation in infrastructure improvements needed to support economic development.*

Rationale: There may be circumstances where local government could participate in infrastructure improvements if this would encourage economic growth. Long-range financial planning presents the opportunity to schedule projects so that the various steps in development logically follow one another, with regard to relative urgency, economic desirability, and community benefit

*Policy 10: Encourage compatible diversification of the economy.*

Rationale: New commercial and industrial activities should be evaluated to ensure that they are compatible with existing uses so that the area will remain economically viable

**Goal 2: Maintain and enhance year-round opportunities for sustainable tourism in a manner that recognizes and preserves the area's historic heritage, culture, recreational amenities and natural setting.**

Rationale: The tourist and hospitality industries are well established as the basis for the Leavenworth's economy, and its continued health is the key to Leavenworth's future.

*Policy 1: Recognize the importance of tourism and its contribution to the health of the economy of Leavenworth.*

Rationale:

*Policy 2: Encourage a balanced mix of visitor and resident uses.*

Rationale:

*Policy 3: Develop and explore the area's potential for enhanced facilities, services and*

*events that will appeal to residents and visitors year-round.*

Rationale:

*Policy 4: Work with a broad spectrum of the community to create public-private partnerships to develop year-round visitor potential.*

Rationale:

*Policy 5: Develop marketing strategies to maximize tourism opportunities to help maintain existing industries and quality of life.*

Rationale:

*Policy 6: Promote and develop diversified opportunities that meet the needs of residents and visitors, including cultural, recreational, Agri-tourism and other opportunities.*

Rationale: Diversification of the economic base can provide stability if there is an economic down-turn in the existing commercial/industrial activities of the Leavenworth and the planning area

*Policy 7: Develop interpretive and interactive opportunities.*

Rationale:

**Goal 3: Strengthen, preserve and enhance the Leavenworth Commercial districts as an active and economically viable place to shop, conduct business, reside, and enjoy events. Enhance and attract small and medium sized businesses, which serve the community's needs for goods and services.**

Rationale:

*Policy 1: Maintain and enhance the Old-World Bavarian Alpine theme within the City of Leavenworth.*

Rationale:

*Policy 2: Promote development of commercial uses that serve local needs and diversify the selection of conveniently located goods and services.*

Rationale:

*Policy 3: Plan and provide capital improvements to attract new businesses and entrepreneurs, enhance existing businesses, and serve the commercial needs of the community.*

Rationale: Investments in Leavenworth's commercial areas, neighborhoods, water, stormwater and sewer systems, parks, streets, and public facilities are an essential component of providing a comprehensive and functional plan for economic development of the future.

*Policy 4: Promote redevelopment efforts that meet the commercial and service needs of the community.*

Rationale:

*Policy 5: Encourage efficient City permitting and design review processes.*

Rationale: Policies are needed which help to guide the City in streamlining its permit processing system to provide timely, fair and predictable permit processing. When implemented, these measures will help to ensure that the City will not miss opportunities for economic development due to delay or uncertainty of process

*Policy 6: Ensure that the area's public facilities and improvements accomplish the following objectives:*

- *Encourage safe pedestrian movement through the Districts and into shops and businesses;*
- *Provide adequate signage, convenient restrooms and parking.*

Rationale:

*Policy 7: Maintain and enhance the pedestrian oriented character of the commercial areas, where appropriate.*

Rationale:

*Policy 8: Encourage development that contributes to the area's small town atmosphere.*

Rationale:

*Policy 9: Encourage coordination with and between the City of Leavenworth, Chamber of Commerce, Bavarian Village Business Association, service organizations, and other similar groups.*

Rationale:

*Policy 10: Allow the continuation of mixed-use development in Leavenworth with residential use of upper floors in the downtown core.*

**Goal 4: Recognize and encourage economic development efforts to support and diversify regional economies.**

Rationale:

*Policy 1: Recognize regional Agri-tourism as a part of the economic matrix of the community; and potential trends in tourism: Wedding; Historical; Culinary; and Wine/beer/spirits with existing recreation and hospitality.*

Rationale: The continued operation of area agriculture contributes positively to the well-being of visitors and residents. Value-added agricultural activities strengthen and diversify the regional economy.

*Policy 2: Recognize that forest management contributes positively to the well-being of visitors and residents in several ways:*

- *Management of timber resources,*
- *Fire protection,*
- *Employment in forest related activities,*
- *Management of hazardous trees.*

Rationale:

*Policy 3: Encourage the management of healthy forest stands that allows for long-term sustainability and the reduction of fire hazards while preserving the view shed.*

Rationale: The Old-World Bavarian Alpine theme fits perfectly with the soaring Cascade Mountains and surrounding forest lands.

**Goal 5: Strengthen and build upon the many recreational amenities available within the Leavenworth and the surrounding area.**

Rationale:

*Policy 1: Recognize that Leavenworth is an area with a multitude of recreational opportunities and that participation in these activities is growing among residents and visitors.*

Rationale:

*Policy 2: Encourage the development and maintenance of year-round recreational opportunities to support use by local residents and visitors in an environmentally sound way, including:*

- *Enhancement of existing parks and trails,*
- *Linkage of trails and park systems, and*
- *Development of new facilities.*

Rationale:

*Policy 3: Support public/private partnerships that develop and promote recreational opportunities.*

Rationale:

**Goal 6: Strengthen and build upon Leavenworth's many cultural and historical amenities.**

Rationale:

*Policy 1: Recognize, encourage and support the continued success of Leavenworth's cultural resources, including theatre, museum, art, and other resources.*

Rationale: Currently, the City has varied cultural resources such as the Upper Valley Museum, Wenatchee River Institute at Barn Beach Reserve, Summer Theatre and Art in the Park, Icicle Creek Music Center, Audubon Center; and the continuation of these resources enriches the community for residents and visitors alike.

*Policy 2: Encourage opportunities for public/private partnerships in the development of Leavenworth's cultural resources, including theatre, museum, art, and other resources.*

Rationale: .

**Goal 7: Support current commercial and industrial enterprises, and encourage the formation of businesses and the relocation of businesses to Leavenworth as a vital part of the area's economy.**

Rationale: Economic development is proceeding at a rapid rate in response to competitive regional, national and international trends. It is very important that economic development planning efforts in Leavenworth and the surrounding area be focused in a flexible and strategic economic development manner that is capable of responding to current and future economic opportunities and challenges while meeting the needs of the local community.

*Policy 1: Assist in the identification and recruitment of new businesses.*

Rationale:

*Policy 2: Attract employers who use a wide range of job skills to create employment opportunities for all residents in the Leavenworth Area.*

Rationale:

*Policy 3: Encourage businesses to invest in modernization and environmentally sound technology.*

Rationale:

*Policy 4: Encourage the export of local goods and services throughout the global economy.*

Rationale:

*Policy 5: Encourage the location or relocation of clean industry, which has minimal impact on environmental quality.*

Rationale:

*Policy 6: Encourage the formation and expansion of cottage industries and light industry.*

Rationale:

**Goal 8: Encourage adequate infrastructure for business, education, public affairs and consumer uses.**

Rationale:

*Policy 1: Recognize that an adequate infrastructure is fundamental to Leavenworth's ability to attract and retain jobs.*

Rationale: .

*Policy 2: Encourage the continued operation of the Cascade Medical Center and Hospital Districts efforts to maintain and enhance the medical facilities, rehabilitation centers and emergency services.*

Rationale: The Cascade Medical Center and other medical services are large employers provide and attract similar services to the community.

*Policy 3: Encourage local utilities to continue to install telecommunications infrastructure.*

Rationale: Within the modern age, telecommunications is a fundamental component to many and varied businesses with a significant growth trend and dependency for success of business.

*Policy 4: Enhance transportation systems that provide access to, within, and from Leavenworth for residents and visitors.*

Rationale: Transportation is a fundamental component of commerce; and efficient roads/highways, bus service (Link), train service, air service (via Wenatchee), and bicycle and pedestrian routes encourages and supports daily business operations.

**Goal 9: Provide an adequate amount of appropriately zoned land to support commercial and industrial development in the City of Leavenworth and in unincorporated areas of Chelan County.**

Rationale: Policies incorporated which ensure that Leavenworth will have an adequate supply of appropriately zoned land to support future commercial and industrial development fosters a healthy economic development strategy. The City also recognizes and encourages the

Port of Chelan's efforts to promote industrial development within the region.

*Policy1: Cooperate with Chelan County to ensure that high intensity commercial and industrial activities are within urban growth areas (UGAs) where adequate public facilities and services exist, or will be provided at the time of development.*

Rationale: These provisions help ensure that government agencies and other entities work together to develop and implement consistent strategies that promote the economic health and diversity of the area.

*Policy 2: Expand existing commercial and industrial zones consistent with the Comprehensive Plan.*

Rationale:

*Policy 3: Provide effective separation of conflicting land uses through buffering, setbacks, zone uses allowed, and transition zones.*

Rationale:

**Goal 10: Encourage the development of a parking management strategy; and identify parking needs and resolutions.**

Rationale: Due to competing needs for parking, there are often conflicts (real and perceived) between residential, customer, employee, and visitor parking. In addition, the capacity of parking during events and high volume times, appear inadequate which adds to congestion and frustration of visitors, residents and the community as a whole. The study of parking is to develop parking management strategies to encourage prosperous commercial environment consistent with the plan.